

2 JAN 1985

Although the interior design concept for the New Headquarters Building is not completely developed, the direction given to the Architect-Engineer is not to emulate the existing Headquarters Building. Preliminary color selections include rose colored terrazzo with green borders for the large public areas, white ceramic tile walls with green or buckskin ceramic tile floors for the toilet rooms, green carpet for the main corridors, warm neutral carpet for office space, and uniform neutral colored doors. The only area proposed to be accented with bright color is the wave-guide portion of the major circulation corridors. Final color selections will be presented to the CIA Fine Arts Committee for their review and comment.

# ROUTING AND TRANSMITTAL SLIP

Approved For Release 2009/03/20 : CIA-RDP89-00244R000701410010-3

DD/A Registry

84-0169/6

Central Intelligence Agency  
Washington, D.C. 20505

24 December 1984

Executive Director

NOTE FOR: DDA

Harry,

Before I show this to John or the Director, could you ask somebody to pull together a one-pager which describes how we now control the aesthetic environment in Headquarters and the outbuildings and what we plan to do in the new building? Could you please get back to me by 3 January? Thanks.

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. D/LOGISTICS		
2.		
3.		
4.		
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

## REMARKS

#1 - FOR ACTION

(PLS PREPARE RESPONSE FOR DDA'S SIGNATURE)

SUSPENSE: 2 JANUARY 1985

cc: C/ /HOME/OL  
C/NBPO/OL  
C/FINE ARTS Committee

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

EO/DDA 7D18 HQS X6535/337533	Room No.—Bldg. Phone No.
---------------------------------	-----------------------------

OPTIONAL FORM 41 (Rev. 7-76)

Prescribed by GSA  
FPMR (41 CFR) 101-11.206

☆ GPO : 1983 O - 381-529 (301)

Bob  
Paul  
Pam  
Jerry  
Gary  
Joe  
Imo  
Ellen  
Art: Route - Cy  
cys to:

Forward - Tess

File:  
New. Bldg  
Miss.

DCI  
EXEC  
REG

# EXECUTIVE SECRETARIAT

## ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		X		
2	DDCI		X		
3	EXDIR	X			
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers				
14	D/CLL				
15	D/PAO				
16	SA/IA				
17	AO/DCI				
18	C/IPD/OIS				
19					
20					
21					
22					
SUSPENSE		Date			

Remarks

3637 (10-81)

Executive Secretary

20 Dec 84

Date

To; Mr. William J Casey  
Director of Central Intelligence

DD/A Registry

84-0169/6

Executive Registry

84-10035/7

## THE CENTRAL INTELLIGENCE AGENCY AND SOME PSYCHOLOGICAL CONSIDERATIONS OF ITS WORK ENVIRONMENT

The object of this paper is to promote a better quality work environment for the CIA through proper interior decoration and design.

That color, lighting, textures and materials of an environment have a strong impact upon the mood, feelings, and productivity of those who occupy it is proven by the success of the Marriott corporation\*. Marriott has a staff of highly qualified designers who understand what makes people comfortable. This effort extends into proper selection of materials, textures, and colors for floors, walls, ceilings, cabinetry, furnishings, artwork, and lighting to create the desired mood,

Environments of the CIA, however, can be categorized as follows;

1. Headquarters; A universal white background punctured by sharp spots of color, the effect of which, while providing some unification, is an environment that is harsh and disquiet.
2. Other local CIA leased buildings; Those that do not employ the headquarters system are not cohesive in philosophy and contain uncoordinated and unnatural elements which become particularly painful because of the widespread use of windowless spaces and cubicled offices.
3. Overseas installations; These are generally developed by the unskilled occupants who have had no training. This results in depressive and inhumane environments in which dedicated people perform difficult tasks.

STAT



2

To expand upon personal opinions of the existing Headquarters concept, which will probably be proliferated into the new addition, the concept has roots in the artwork of Piet Mondrian. The Mondrian-Architecture rationalization is unaccompanied by thoughtful composition or proportion which is the strength of the art. The result of this partial application of principal results in perhaps a surprising experience for those who see the spaces for the first time, but a harsh and mind jangling environment for those working in it and thus captive to it. It would seem that those working in a space should be considered more important than those transiting it. Even the artwork of headquarters, being of Cubistic bent, tends to focus the eye on the plane of the picture rather than into it to provide some visual relief for windowless spaces.

The selection of environmental colors can be very powerful, making the inhabitant feel cold or warm. Certain colors can make a wall advance or recede, or a room look larger or smaller. Proper development of a room can help the occupant relate in scale. The simple improper selection of a light bulb (a task usually left to a custodian) can make people appear unnatural. The selection of interior furnishings appears to be uncontrolled.

It is recommended that the CIA hire an unbiased, qualified, practicing interior designer to assess our environments and to propose modern, cohesive philosophies and procedures for development of the work place to provide a more constructive and productive atmosphere. If it would not be possible for the consultant to work in our inaccessible facilities, perhaps guidelines could be developed for implementation by trained staffers.

Thank you for the opportunity to express these thoughts.

STAT



18 Dec., 1984

CENTRAL INTELLIGENCE AGENCY



Washington, D.C. 20505

28 November 1984

## MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: Creative Problem Solving

1. The intelligence problems the Agency faces continue to grow in number and complexity. Responding to these varied challenges puts a premium on our ability to develop a continuing stream of innovative solutions. We can use all the good ideas we can get, and it is crucial that we be prepared to act quickly on the most promising. This means that we do not subject occasional flashes of inspiration to bureaucratic red tape and endless levels of review before they reach the appropriate decisionmaker. I have, therefore, established a top-level forum in the Agency for reviewing and reacting to new ideas concerning ways to accomplish our mission better. It consists of the Deputy Director of Central Intelligence, the Executive Director, and myself. I invite each of you with ideas for new or better ways to respond to critical intelligence problems -- including improvements in the collection, production, or dissemination of intelligence or to the way we are organized to do our job -- to send them directly to one of the three of us. We will decide in short order on the merit and feasibility of such proposals and, if appropriate, arrange to implement them rapidly.

2. CIA already participates in two other programs designed to take maximum advantage of employee expertise and imagination. The Agency's cash awards program, administered by the Office of Personnel, recognizes suggestions and special accomplishments that result in savings to the Government. The Community-wide Production Enhancement Initiatives program, managed by the Intelligence Producers Council, explores potentially useful, but longer-term, initiative to improve the intelligence production process. I hope that by supplementing these formal programs with the informal one described above, we will be able to initiate some innovative short-term projects providing immediate intelligence payoff.

3. I urge you to share your ideas with us on how the Agency may do its job better. You are, after all, the ones who meet the challenges of Agency business head on every day and are, therefore, the best source of new concepts for solving pressing intelligence problems.

A handwritten signature in cursive script, reading "William J. Casey".

William J. Casey  
Director of Central Intelligence